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RESEARCH ARTICLE

# The Role of Work Motivation in Mediating the Influence of Work Environment and Work Discipline on Employee Performance at PT. Senyum Media Jember

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**ABSTRACT**

*This research is motivated by issues concerning employee performance at PT. Senyum Media Jember, as reflected in phenomena related to the work environment, work discipline, and employee work motivation. Company data indicates an increase in the number of employee resignations between 2023 and 2025, alongside an absenteeism rate that warrants attention. These conditions highlight the need to examine factors that could support the improvement of employee performance. This study aims to analyze the influence of the work environment and work discipline on employee performance, with work motivation serving as a mediating variable at PT. Senyum Media Jember. The study employs a quantitative approach, specifically explanatory research. The research population consists of 138 employees, with 109 individuals participating as respondents. Data were collected through questionnaires and interviews, using both primary and secondary sources. Data analysis was conducted using the Structural Equation Modeling Partial Least Square (SEM-PLS) method, facilitated by the SmartPLS 4 software. The findings indicate that the work environment and work discipline have a significant influence on work motivation. While the work environment does not have a significant direct effect on employee performance, both work discipline and work motivation exert a significant influence on it. Furthermore, work motivation acts as a mediator for the effects of the work environment and work discipline on employee performance. Based on these results, it can be concluded that work motivation plays a crucial role as a mediating variable in the relationship between the work environment, work discipline, and employee performance at PT. Senyum Media Jember.*

***Keywords:*** *Work Environment, Work Discipline, Work Motivation, Employee Performance*

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## 1. Introduction

The constantly evolving business sector requires companies to adapt to various changes occurring in the business environment. Increasing competition demands that companies maintain business continuity through effective resource management. These changes impact a company's capacity to offer services and meet customer needs, as well as product and pricing aspects. Given that employees are actively involved in running business operations, the workforce is a crucial element supporting this situation. Competitive advantage is inextricably linked to a company's ability to manage its human resources (Setyanti, 2025:8)s.

One business sector facing these demands is the retail industry. Retail companies are characterized by business activities that directly interact with consumers to meet their needs for goods and services (Hannan & Wulandari, 2022) . These activities demand quality service, accuracy of work, discipline, and employee ability to complete tasks as an essential part of operational activities. Employees in retail companies are not only required to provide service to consumers, but also to conduct transactions, manage goods, maintain workplace conditions, and carry out work according to their respective responsibilities. Therefore, workforce management plays a crucial role in supporting the smooth operation of retail companies.

Workforce management is part of the strategic personnel management function in helping achieve company goals. Workforce management includes various steps to organize, improve the capabilities, and maintain the capacity of personnel so that they can contribute optimally. This is not limited to administrative matters for the company (Setyanti, 2025:1). Workforce management includes various activities, such as workforce management, division of tasks and responsibilities, implementation of work regulations, and efforts to motivate employees to be able to carry out their work well. The link between employee management and business strategy is necessary so that employee management can support the achievement of organizational goals (Setyanti, 2025:4). Proper workforce governance is necessary so that companies can utilize employee capabilities optimally while supporting smooth operational activities. In its implementation, employee management also needs to pay attention to various aspects related to employees, including work environment conditions, compliance with work regulations, motivation in work, and employee work results.

One industry that addresses these demands is the retail industry. Retail companies are characterized by their direct customer-facing business activities, making service quality, work accuracy, discipline, and employee performance critical to operational success. Retail employees are not only required to provide customer service, but also to conduct transactions, manage inventory, maintain workplace conditions, and perform their work according to assigned duties based on their position. Therefore, workforce management plays a crucial role in retail operations.

Human resource management is a management function that contributes significantly to achieving company goals. Personnel management is not limited to administrative matters but also encompasses various steps to organize, improve, and maintain employee capabilities so they can provide sustainable added value to the company (Setyanti, 2025) . This management encompasses various activities such as workforce management, division of tasks and responsibilities, implementation of work regulations, and efforts to motivate employees to perform their jobs well. The relationship between HRM and business strategy is necessary for employee management to support the achievement of organizational goals (Setyanti, 2025) . An appropriate workforce development strategy is needed so that companies can optimally utilize employee capabilities while supporting smooth operational activities. In its

implementation, HRM also needs to pay attention to various aspects related to employees, including the physical and social conditions of the workforce, the level of compliance with regulations, internal and external encouragement, and the level of employee achievement.

Employee performance is one aspect that receives attention in workforce management. This concept reflects the level of success and tangible results achieved by employees in fulfilling their duties and obligations mandated by the company. According to Silaen et al. (2021:6), Employee performance can be assessed through several key metrics: quality of work, volume of work, timeliness of completion, effectiveness, and commitment. Employee performance is a crucial aspect of an organization because achieving organizational goals is influenced by employees' ability to complete work based on assigned tasks and obligations. Optimal work results can help a company achieve its stated goals.

PT. Senyum Media Jember is a company engaged in the retail sector of office stationery, school supplies, and various other needs. Based on the data obtained, the number of employees at PT. Senyum Media Jember is 138 people consisting of several sections, namely Store Management Admin, Multimedia Admin, Large Cashier Admin, Small Cashier, Safe, Ballpoint Counter, HVS Counter, Soap Counter, Floor B, Floor C, Warehouse, Technician, Security, and OB. The difference in roles and obligations in each section requires personnel to be able to carry out tasks based on the provisions applicable in the company. Changes in the number of employees at PT. Senyum Media Jember during 2023-2025 are presented in Table 1.

***Table 1. Number of employees joining and resigning in 2023-2025***

| Year | Amount Employee | Employee Sign In | Entry Percentage | Employee Resigns | Resignation Percentage |
|---|---|---|---|---|---|
| 2023 | 186 | 13 | 6,99% | 34 | 18,28% |
| 2024 | 196 | 24 | 12,24% | 49 | 25,00% |
| 2025 | 196 | 40 | 20,41% | 52 | 26,53% |

Source: Processed data, 2026

Based on Table 1, the number of employees of PT. Senyum Media Jember grew from 186 people during the 2023 period to 196 people entering 2024, then remained at 196 people in 2025. In the same period, the number of employees who resigned increased, namely 34 people or 18.28% in 2023, increasing to 49 people or 25.00% in 2024, then increasing again to 52 people or 26.53% in 2025. The increase in the number of employees who resigned indicates the existence of employee dynamics that need attention from management in efforts to manage the workforce of PT. Senyum Media Jember.

In addition to employee stability, the work environment has also been identified as a crucial element influencing individual performance. The work environment refers to the overall situation surrounding the employee's work activities, which directly or indirectly influences their effectiveness in achieving organizational goals (Gulo et al., 2024) . Several previous studies have shown mixed findings regarding the relationship between workplace conditions and employee performance. These findings include findings from several studies (Abdullah et al., 2023; Lubis et al., 2025; Rachmawati et al., 2024). disclose existence influence work environment to performance employees. Meanwhile, Kurniati et al. (2024) found that the work environment did not have a significant influence on employee work results.

Based on initial observations, the overall work environment is quite good. Employees are supported by various facilities to carry out their work, such as freight elevators, trolleys, and air conditioning. The availability of these facilities helps employees carry out their work activities according to their respective duties. However, in certain circumstances, some facilities still experience disruptions, requiring attention to prevent impediments to work performance. These conditions indicate that the work environment still requires attention to support employees in carrying out their duties and responsibilities.

In addition to the work environment, employee compliance also plays a significant role in supporting the achievement of work results. Work discipline is defined as the form of employee compliance, attitude, mentality, and self-awareness in complying with all provisions and job responsibilities established by the company (Maretna et al., 2024) . The discipline aspect is one of the factors that supports employee performance achievement because it reflects the level of employee compliance in carrying out tasks based on company regulations. Research results (Ashari & Mubarok, 2025; Christanty et al., 2025; Rachmawati et al., 2024) show existence influence work discipline to performance employees. Meanwhile, Wulandhari et al. (2024) found that work discipline did not have a significant influence on employee performance.

The implementation of work discipline at PT. Senyum Media Jember has generally been carried out through provisions and procedures that must be adhered to by employees. Employees are required to wear attributes based on applicable operational regulations. Employees who are absent due to illness are required to provide a doctor's certificate, while leave for personal reasons requires approval from the department head. However, there are still employee delays and absences in carrying out work. These conditions require attention in an effort to improve employee compliance with company regulations. Data regarding employee delays and absences at PT. Senyum Media Jember for 2023-2025 are presented in Table 2.

***Table 1at PT. Senyum Media Jember***

| Year | Late (Hour) | Percentage | Absence (Hours) | Percentage |
|---|---|---|---|---|
| 2023 | 285,60 | 0,26% | 8,745 | 30,8% |
| 2024 | 297,40 | 0,28% | 9,126 | 31,2% |
| 2025 | 289,20 | 0,27% | 9,052 | 31,6% |
| **Average** | | **0,27%** | | **31,2%** |

Source: Processed data, 2026

Based on Table 2, the number of employee absences changed during the 2023-2025 period. In 2023, 8,745 hours of absence were recorded, increasing to 9,126 hours in 2024, and then decreasing to 9,052 hours during 2025. This condition indicates that the level of employee absence still needs to be considered as a reflection of work discipline.

Workplace conditions and employee discipline are not only related to employee performance but can also be related to work motivation. Work motivation can be defined as a psychological driving force that encourages someone to mobilize all their potential and effort to achieve goals. In the workplace, motivation can direct employees to utilize their abilities and efforts to complete work and achieve goals (Dahrani & Sohiron, 2024). Conducive workplace conditions and a good level of discipline have the potential to create a situation that encourages employees to perform their jobs better. This encouragement can then influence employee efforts to produce work in accordance with company expectations. Based on

this description, work motivation in this study acts as a mediating variable in the influence of the work environment and discipline on employee performance.

This research is increasingly interesting to study because there is a research gap in the form of inconsistencies in previous research results regarding the role of work motivation as a mediator of the influence of the work environment and work discipline on employee performance. This reason is strengthened by the results of research by Rachmawati et al., 2024 which revealed that work motivation can mediate the influence of the work environment and work discipline on employee performance. Conversely, Sulistiyo et al., (2025) found that work motivation was unable to mediate the influence of the work environment and work discipline on employee performance. The difference in research results encouraged researchers to further examine the role of work motivation in mediating the influence of the work environment and work discipline on employee performance at PT. Senyum Media Jember.

Employees can perform their work more optimally if supported by an adequate work environment, good work discipline, and work motivation that can encourage employees in carrying out their duties and responsibilities. Based on the above background, the researcher is interested in conducting a study entitled "The Role of Work Motivation in Mediating the Influence of the Work Environment and Work Discipline on Employee Performance at PT. Senyum Media Jember."

## 2. Literature Review

### 2.1 Theoretical Study

### 1. Grand Theory

Human Relations Theory places significant emphasis on the human element and the dimensions of social interaction within organizations. This theory developed from the thinking of Elton Mayo and the results of the Hawthorne Studies, which showed that employee behavior in organizations is influenced not only by the physical conditions of the work environment, but also by social relationships, work groups, communication, recognition, and the need to belong. The social relationships formed within an organization can influence employee motivation and behavior in carrying out their work. (Omodan et al., 2020) . In an organizational context, good social relationships between employees, coworkers, and superiors can create a supportive work environment. The regularity of employee behavior in carrying out work in accordance with organizational regulations is also related to the social conditions and interactions that occur within the work environment. These conditions can be related to employee motivation and performance achievement within the organization.

### 2.1.2 Work environment

The condition of the work environment must be considered because it can affect employee comfort and their ability to complete tasks. According to Prasetyo, (2024:43) The work environment is a workplace condition consisting of a support system, which includes physical and non-physical work environment elements that can provide comfort to improve individual and organizational performance. As stated by Bahiroh et al. (2026) , the work environment includes the overall conditions in a worker's workplace that can affect their activities and completion of tasks so that employees can produce the best results from their work because an adequate work environment is very important. Meanwhile, Damayanthi & Suparna (2024) , that the work environment is a support system that includes layout, supporting facilities, and work atmosphere that interact with employees in carrying out work. Work environment indicators

according to Prasetyo (2024:55) are work services, work conditions, and employee relations.

### 2.1.3 Work discipline

According to Agustini, (2019:89) , stated that work discipline something attitude For comply rules and regulations company so that employee more consistent in reach objective organization. In line with opinion Andwika and Suarmanayasa (2025) state that work discipline is form obedience employee to regulations and standards a company based on awareness self For achieve productivity targets. Damayanthi & Suparna, (2024) also stated that work discipline reflect mental attitude and responsibility answer employee with follow rule Work For support stability as well as efficiency operational Organization. Work discipline indicators according to Agustini (2019:104) are attendance level, work procedures, obedience to superiors, work awareness and responsibility.

### 2.1.4 Work motivation

According to Arissaryadin et al. (2022) , employee work motivation is a drive that originates from within or from outside the individual that encourages employees to do their work well and achieve company and individual goals. Majid et al. (2021) explain that work motivation is the drive or enthusiasm that drives someone to do their work by making effective efforts to achieve company goals. Meanwhile, Salianto et al., (2024) state that motivation is a psychological drive that originates from within or outside the individual to contribute to achieving organizational goals. The work motivation indicators in this study refer to Arissaryadin et al. (2022) , namely hope, instrumentalization, and valence.

### 2.1.5 Employee performance

According to Robbins & Judge (2022), employee performance is defined as work output that demonstrates a person's ability to carry out their duties and responsibilities in accordance with the standards and objectives set by the company. In line with the opinion of Caissar et al. (2022) , employee performance is the work results, both in quality and quantity, produced by an employee when carrying out tasks according to the responsibilities given by the organization. Meanwhile, Rahmayani et al., (2025) define performance as a person's level of success in completing work and their ability to meet operational standards set by the company. Based on Robbins & Judge, (2022:260) , employee performance indicators include quality, quantity, timeliness, effectiveness, and independence.

## 2.2 Development Hypothesis Study

The presentation of the conceptual framework is used to clarify the research flow regarding the relationship between independent variables, mediating variables, and dependent variables. The independent variables in this study consist of the Work Environment (X1) and Work Discipline (X2), Work Motivation (Z) as a mediating variable, and Employee Performance (Y) as a dependent variable. This conceptual framework describes the influence of the Work Environment and Work Discipline on Employee Performance, both directly and indirectly through Work Motivation as a mediating variable.

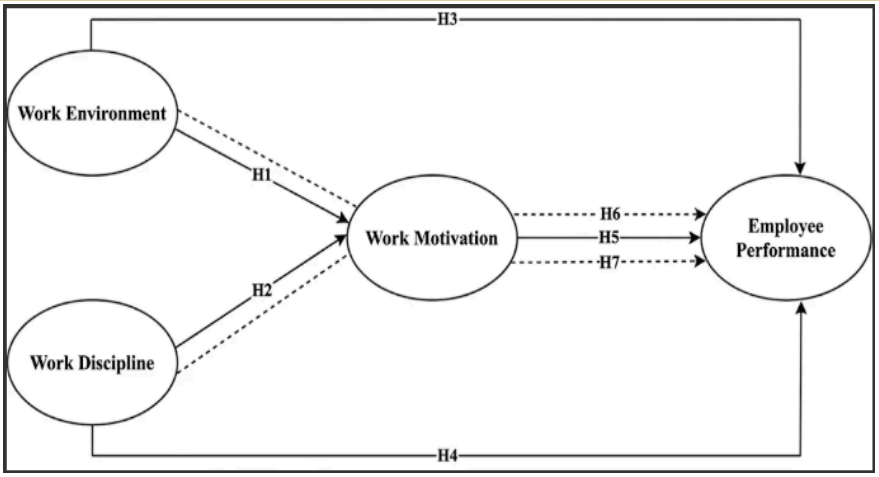



***Figure 1. Conceptual Framework***

The work environment plays a role in supporting employees in carrying out their work through the work atmosphere, facilities, and relationships with coworkers. A supportive work environment can make employees feel comfortable and make employees more motivated to do their work (Gulo et al., 2024) . Research results (Abdullah et al., 2023; Annisa & Ekawati, 2026; Jati et al., 2024; Rismaya et al., 2025) show that the work environment has a positive effect on work motivation. Different results were found by Zailani et al. (2026) who showed that the work environment had a positive but insignificant effect on work motivation. Sulistiyo et al. (2025 ) also found that the work environment had no effect on work motivation. Based on this explanation, the research hypothesis is:

H1: The work environment has a significant influence on employee work motivation at PT. Senyum Media Jember.

Work discipline is a form of employee compliance with company regulations so that employees can carry out their duties in accordance with applicable provisions (Perdana et al., 2024) . The implementation of work discipline can create order in the implementation of work so that employees can carry out their duties and responsibilities in a directed manner. Research results (Annisa & Ekawati, 2026; Ashari & Mubarok, 2025; Rismaya et al., 2025; Zailani et al., 2026) show that work discipline has a positive effect on work motivation. Different results were found by Abdullah et al. (2023) which showed that work discipline has a negative effect on work motivation. Based on this explanation, the research hypothesis is:

H2: Work Discipline has a significant effect on Employee Work Motivation at PT. Senyum Media Jember.

The work environment plays a role in supporting employees in carrying out their work through the work atmosphere, work facilities, and relationships with coworkers so that employees can carry out their duties optimally (Gulo et al., 2024) . Supportive work environment conditions can help employees carry out their work in accordance with the tasks and responsibilities given so that they can support the achievement of employee performance. Research results (Annisa & Ekawati, 2026; Lubis et al., 2025; Novitasari & Liana, 2024; Rachmawati et al., 2024; Rismaya et al., 2025; Wulandhari et al., 2024; Zailani et al., 2026) show that the work environment influences employee performance. Different results were found by Kurniati et al. (2024) which showed that the work environment did not have a significant

effect on employee performance. Based on this explanation, the research hypothesis is:

H3: Work environment has a significant influence on employee performance at PT. Senyum Media Jember.

Work discipline is a form of employee compliance with company regulations so that employees can carry out their duties in accordance with applicable provisions ( Perdana et al., 2024 ) . The implementation of good work discipline can create order in the implementation of work, thus supporting employees in carrying out their duties and responsibilities. Research results (Annisa & Ekawati, 2026; Ashari & Mubarok, 2025; Christanty et al., 2025; Kurniati et al., 2024; Lubis et al., 2025; Novitasari & Liana, 2024; Rachmawati et al., 2024; Rismaya et al., 2025; Wulandhari et al., 2024; Zailani et al., 2026) show that work discipline influential to performance employees. Different results were found by Ardhianto et al. (2024) showing that work discipline had no significant effect on employee performance. These differences in results indicate that the relationship between work discipline and employee performance is still inconsistent, so it needs to be retested on different objects and job characteristics. Based on this explanation, the research hypothesis is:

H4: Work Discipline has a significant effect on Employee Performance at PT. Senyum Media Jember.

Work motivation is the drive that directs employees to carry out work and achieve expected work results. This drive can increase employee efforts in completing tasks and responsibilities, thereby supporting performance achievement (Arissaryadin et al., 2022) . Research results (Annisa & Ekawati, 2026; Ashari & Mubarok, 2025; Christanty et al., 2025; Lubis et al., 2025; Novitasari & Liana, 2024; Rachmawati et al., 2024; Rismaya et al., 2025; Wulandhari et al., 2024; Zailani et al., 2026) show that work motivation affects employee performance. Different results were found by Lasro (2022) which showed that work motivation did not affect employee performance. Based on this explanation, the research hypothesis is:

H5: Work motivation has a significant effect on employee performance at PT. Senyum Media Jember.

A supportive work environment can provide comfortable conditions for employees in carrying out their work. These conditions can encourage employees to perform their work better, thereby increasing work motivation. Employee work motivation can then encourage efforts in completing tasks and achieving expected performance. Thus, work motivation can act as a variable that bridges the relationship between the work environment and employee performance. Research results (Abdullah et al., 2023; Annisa & Ekawati, 2026; Jati et al., 2024; Rachmawati et al., 2024; Rismaya et al., 2025; Rulianti et al., 2021) show that work motivation can mediate the influence of the work environment on employee performance. Different results were found by (Lianasari & Ahmadi, 2022; Sulistiyo et al., 2025 ; Zailani et al., 2026) which showed that work motivation was unable to mediate the influence of the work environment on employee performance. Based on this explanation, the research hypothesis is:
H6: Work motivation can mediate the influence of the work environment on employee performance at PT. Senyum Media Jember.

Properly implemented work discipline can create order in the execution of work, allowing employees to carry out their duties and responsibilities in accordance with applicable regulations. This order can encourage employees to carry out their work and increase their work motivation. Employee work motivation can then drive their efforts to complete tasks, thus supporting performance achievement. Thus, work motivation can act as a bridging variable in the relationship between work discipline and employee performance. Research results (Annisa & Ekawati, 2026; Ashari & Mubarok, 2025;

Rachmawati et al., 2024; Rismaya et al., 2025; Zailani et al., 2026) show that work motivation capable mediate influence work discipline to performance employees. Different results found by (Abdullah et al., 2023; Sulistiyo et al., 2025) which shows that work motivation No capable mediate influence work discipline to performance employees. Based on this explanation, the research hypothesis is:

H7: Work motivation can mediate the influence of work discipline on employee performance at PT. Senyum Media Jember.

## 3. Research Methods

This research is an explanatory research that aims to explain the relationship and influence between variables through hypothesis testing. According to (Syahza, 2021:83), explanatory research is used to explain the relationship between variables based on the phenomena that are the object of research. This research uses a quantitative approach with PT. Senyum Media Jember employees as the object. Data analysis was carried out using Partial Least Squares (PLS) with the help of SmartPLS 4 to test the effect of Work Environment (X1) and Work Discipline (X2) on Employee Performance (Y) through Work Motivation (Z) as a mediating variable.

The population is all individuals or subjects who meet the research criteria and serve as a data source for researchers in conducting observations and analysis (Hardani et al., 2020:359) . In this study, the population used was all 138 employees of PT. Senyum Media Jember. Thus, the population of this study includes all employees involved in the operational activities of PT. Senyum Media Jember. A sample is a part of the total population whose number and characteristics are determined through sampling techniques (Hardani et al., 2020:359) . The sample determination in this study uses a non-probability sampling method with a saturated or census sampling technique. The saturated sampling technique is an approach where all members of the population are used as research respondents ( Sugiyono, 2013:84) . The population in this study amounted to 138 employees of PT. Senyum Media Jember. Data collection was carried out by distributing questionnaires to all members of the population. Based on the results of data collection, 109 questionnaires were successfully returned and could be processed, while 29 questionnaires were not returned because some employees were on leave, sick, had other interests, or were unwilling to fill out the questionnaire. Thus, the questionnaire return rate in this study was 79% (109/138), so the number of respondents used in data processing was 109 employees.

The type of data applied in this research is quantitative data, namely information in the form of numbers or scores that come directly from the questionnaire answers by respondents, then analyzed statistically to draw conclusions. The data measurement technique obtained from the questionnaire results that have been filled out carefully by the respondents will be measured using a Likert scale. According to Sugiyono (2013:93) stated that the Likert scale is used to measure the attitudes, opinions, or views of each employee regarding a phenomenon raised in the research. The assessment criteria and score weights used in measuring this research instrument are as follows:

a. Strongly Agree (SS) 5
b. Agree (S) 4
c. Neutral (N) 3
d. Disagree (TS) 2
e. Strongly Disagree (STS) 1

This study uses the Partial Least Squares (PLS) data analysis method with the help of the SmartPLS 4

application as an analysis tool. The use of PLS is based on the characteristics of research models that use hierarchical variables involving mediating variables. Partial Least Squares is a very powerful soft modeling technique. The SmartPLS application is used because it is able to test complex structural equation models with hierarchical path analysis. The advantages of the PLS analysis tool are that the data tested does not have to be multivariate normal distribution, the sample size can be large or small, and PLS is not only used to test theories but also explain the presence or absence of relationships between latent variables.

## 4. Results and Discussion

### 4.1 Partial Least Square (PLS) Analysis

After instrument testing done has fulfil criteria that have been determined, then furthermore required do analysis Partial Least Square (PLS) which aims For know connection between variables at a time variables with the indicators as well as create a model as predictor.

#### 4.1.1 Outer Model

4.1.1 Validity Test

In do research, important For knowing valid or whether or not distribution frequency of respondent data in filling out questionnaire as tool measuring accuracy of values indicator to the variable, then validity test was carried out.

a. Convergent Validity

Loading factor is one of the valid determinants or whether use convergent validity. According to Duryadi (2021:61), value correlation above 0.60 should be fulfilled so that an indicator considered valid. The results convergent validity with use loading factor presented in table 3 below.

***Table 3 Convergent Validity Results***

| Variables | Indicator | Loading Factor | | Information |
|---|---|---|---|---|
| | | Score | Rule of Thumb | |
| Work environment (X1) | $X_{1.1}$ | 0,925 | 0,600 | Valid |
| | $X_{1.2}$ | 0,862 | 0,600 | Valid |
| | $X_{1.3}$ | 0,797 | 0,600 | Valid |
| Work discipline (X2) | $X_{2.1}$ | 0,857 | 0,600 | Valid |
| | $X_{2.2}$ | 0,821 | 0,600 | Valid |
| | $X_{2.3}$ | 0,832 | 0,600 | Valid |
| | $X_{2.4}$ | 0,811 | 0,600 | Valid |
| | $X_{2.5}$ | 0,737 | 0,600 | Valid |
| Employee Performance (Y) | $Y_1$ | 0,857 | 0,600 | Valid |
| | $Y_2$ | 0,930 | 0,600 | Valid |
| | $Y_3$ | 0,880 | 0,600 | Valid |
| | $Y_4$ | 0,907 | 0,600 | Valid |
| | $Y_5$ | 0,862 | 0,600 | Valid |

| | | | | |
|---|---|---|---|---|
| Work motivation (Z) | $Z_1$ | 0,943 | 0,600 | Valid |
| | $Z_2$ | 0,841 | 0,600 | Valid |
| | $Z_3$ | 0,795 | 0,600 | Valid |

Source: processed, 2026

Convergent validity aims to measure the validity of indicators as a measure of variables, as seen from the outer loading of each variable indicator. Table 3 shows that the indicators for each variable have loading factor values above 0.6, thus all indicators can be declared valid.

b. Discriminant Validity

Discriminant validity testing looks at values in cross loadings and the average variance extracted (AVE) value. The results of the cross loadings are shown in Table 4 below.

***Table 4. Cross Loadings Results***

| Variables | Indicator | Work environment | Work Discipline | Employee performance | Work motivation |
|---|---|---|---|---|---|
| Work Environment (X1) | $X_{1.1}$ | **0,925** | 0,258 | 0,256 | 0,368 |
| | $X_{1.2}$ | **0,862** | 0,422 | 0,401 | 0,414 |
| | $X_{1.3}$ | **0,797** | 0,255 | 0,211 | 0,282 |
| Work Discipline (X2) | $X_{2.1}$ | 0,325 | **0,857** | 0,486 | 0,314 |
| | $X_{2.2}$ | 0,341 | **0,821** | 0,444 | 0,305 |
| | $X_{2.3}$ | 0,341 | **0,832** | 0,343 | 0,411 |
| | $X_{2.4}$ | 0,177 | **0,811** | 0,370 | 0,269 |
| | $X_{2.5}$ | 0,333 | **0,737** | 0,375 | 0,296 |
| Employee Performance (Y) | $Y_1$ | 0,271 | 0,462 | **0,857** | 0,388 |
| | $Y_2$ | 0,338 | 0,504 | **0,930** | 0,487 |
| | $Y_3$ | 0,323 | 0,425 | **0,880** | 0,505 |
| | $Y_4$ | 0,322 | 0,430 | **0,907** | 0,517 |
| | $Y_5$ | 0,307 | 0,398 | **0,862** | 0,535 |
| Work Motivation (Z) | $Z_1$ | 0,400 | 0,392 | 0,515 | **0,943** |
| | $Z_2$ | 0,350 | 0,303 | 0,542 | **0,841** |
| | $Z_3$ | 0,338 | 0,321 | 0,340 | **0,795** |

Source: processed, 2026

Based on Table 4, results cross loadings show every indicator own mark more correlation tall to the variables Alone compared to with mark correlation to variables others. As example, value cross loading indicator $X_{1.1}$ on the variable work environment by 0.925 more tall compared to with mark cross loading indicator the two variables work discipline of 0.258, performance employee of 0.256, and work motivation of 0.368. Thus, all indicator can declared valid. If an indicator has a higher correlation with another latent variable than with its own latent variable, the model's suitability must be reconsidered.

Next, the AVE is used to determine whether the discriminant validity requirements have been met. If the AVE value is greater than 0.5 for each variable, the research model is considered good (Duryadi, 2021:62). The AVE results are shown in Table 5 below.

*Table 5. Results of Average Variance Extracted (AVE)*

| Variables | Loading Factor | | Information |
|---|---|---|---|
| | Score | Rule of Thumb | |
| Work environment ($X_1$) | 0,661 | 0,500 | Valid |
| Work discipline ($X_2$) | 0,788 | 0,500 | Valid |
| Work motivation (Z) | 0,744 | 0,500 | Valid |
| Employee Performance (Y) | 0,743 | 0,500 | Valid |

Source: processed, 2026

Table 5 shows that the AVE value for each variable is higher than 0.5 so that all variables used in this study are said to be valid.

4.1.1.2 Reliability Test

To determine the reliability of a variable, a reliability test is conducted. According to Duryadi (2021:63), For a variable to be declared as a reliable variable, the Cronbach's alpha and composite reliability values must be greater than 0.6. The results of the reliability test are shown in Table 6 below.

*Table 6. Reliability Test Results*

| Variables | Cronbach Alpha | | Composite Reliability | | Information |
|---|---|---|---|---|---|
| | Score | Rule of Thumb | Score | Rule of Thumb | |
| Work environment ($X_1$) | 0,871 | 0,600 | 0,876 | 0,600 | Reliable |
| Work discipline ($X_2$) | 0,933 | 0,600 | 0,935 | 0,600 | Reliable |
| Work motivation (Z) | 0,832 | 0,600 | 0,873 | 0,600 | Reliable |
| Employee Performance (Y) | 0,825 | 0,600 | 0,847 | 0,600 | Reliable |

Source: processed, 2026

Table 6 shows that all variables study own mark Cronbach alpha and composite reliability more from 0.6 to overall variables can stated reliable and can used as a hypothesis test at a time become indicator consistency respondents in respond something variables consistent or Good.

**Structural Model (Inner Model)**

Inner model testing is executed with refers to the R-Square ($R^2$) value or also called coefficient The determinant, for effect size, uses f-square ($f^2$), and Q-square ($Q^2$) for predictive relevance. According to Duryadi (2021:61), R-square has a value of the strength of the influence between exogenous variables on endogenous ones. The $R^2$ value is 0.67 (strong), 0.33 (moderate), and 0.19 (weak). The R-square results are in Table 7 below.

*Table 7. R-Square Test Results*

| Variables | R-Square | Information |
|---|---|---|

| | | |
|---|---|---|
| Work motivation (Z) | 0,242 | Weak |
| Employee Performance (Y) | 0,401 | Currently |

Source: processed, 2026

Based on Table 7, R-Square value obtained variables work motivation (Z) of 0.242 or 24.2%, which shows category weak. Meanwhile that is, the R-Square value on the variable performance employees (Y) of 0.401 or 40.1%, which shows category moderate. Thus, the variable work environment ($X_1$) and work discipline ($X_2$) is capable explain variables work motivation (Z) of 24.2%. The variable work environment ($X_1$), work discipline ($X_2$), and work motivation (Z) capable explain variables performance employees (Y) amounted to 40.1%. The remainder, namely by 75.8% on the variable work motivation and 59.9% on variables performance employees, explained by other variables that are not used in study This.

The next test is the F-Square (F2) method. In research, in addition to assessing whether or not there is a significant relationship between variables, a researcher must also assess the magnitude of the influence between variables using the effect size or F-Square. The assessment criteria for this test include 0.02 having a small effect, 0.15 meaning a medium effect, and 0.35 having a large effect. The results of the F-square test in Table 8 below.

***Table 8. F-Square Test Results***

| **Variables** | **F-Square** | |
|---|---|---|
| | **Work motivation (Z)** | **Employee Performance (Y)** |
| Work environment ($X_1$) | 0,115 | 0,005 |
| Work discipline ($X_2$) | 0,085 | 0,134 |
| Work motivation (Z) | | 0,200 |

Source: processed, 2026

Table 8 shows that based on earned value, influence work environment (X1) against work motivation (Z) of 0.115 and work discipline (X2) against work motivation (Z) of 0.085, which indicates influence small. Influence work environment ($X_1$) against performance employee (Y) of 0.005, which indicates very little influence. Work discipline ($X_2$) has influence small to performance employee (Y) with F-Square value of 0.134. Work motivation (Z) on performance employee (Y) has influence medium with F-Square value of 0.200.

Furthermore, done Q-Square (Q2) testing. In Q-Square testing, there are range evaluation namely $0 < Q^2 < 1$. This means tif the $Q^2$ value is closer to one, the model is said to be better. The Q-Square calculation as follows:

$Q^2 = 1 – (1 – R^2_1) (1 – R^2_2)$
$Q^2 = 1 – (1\text{-}0.242) (1\text{-}0.401) = 0.546$

Results of Q-Square calculations in research This of 0.546 or 54.6% or the more approaching 1, can concluded that the model in the research This own mark relevant predictive, where the model used can explain existing information in research data of 0.546 or approaching 1. The final test on the inner model that is mark Goodness of Fit. Calculation done use formula as following:

*Table 9. GoF Index Test Results*

| Average Communality | Mean R-Square | GoF Index |
|---|---|---|
| 0,734 | 0,321 | 0,485 |

Source: processed, 2026

Based on the above calculation, the GoF obtained of 0.485 or 48.5%. Final value from GoF show level model fit based on calculation average Communality and R-Square. Thus, the results calculation GoF can used as information supporters in evaluate research models before do testing hypothesis.

### 4.3.1 Path Diagram Construction

Path Diagram Construction using application SmartPLS 4.0 with combine inner model and outer model.

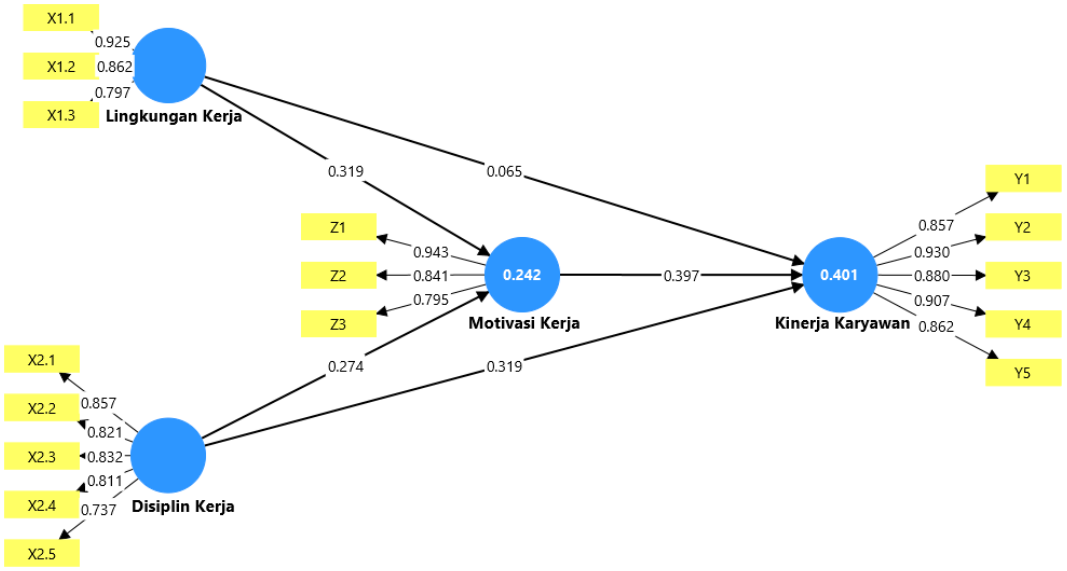



***Figure 2. Path Diagram Construction***
Source: Processed data, 2026

This study is reflective model research (direction arrow from construct to indicator) because indicator is embodiment or reflection from its construction. In context, indicator service work, conditions work and relationships employee is embodiment from variables work environment ($X_1$).

### 4.1.3 Testing Hypothesis

Testing hypotheses use help SmartPLS 4 for significance influence variables exogenous to endogenous variables. This research using p-value less of 5% or 0.05.

a. Influence Direct

Testing influence direct show influence in a way directly on the variable exogenous to endogenous

variables with other endogenous intermediaries. Test results hypothesis in a way No direct table 10 below.

***Table 10. Path Coefficient Results and Hypothesis Testing***

| Variables | t-statistic | p-value | Information |
|---|---|---|---|
| $X_1 \rightarrow Z$ | 3,201 | 0,001 | Significant |
| $X_2 \rightarrow Z$ | 2,575 | 0,010 | Significant |
| $X_1 \rightarrow Y$ | 0,917 | 0,359 | Not Significant |
| $X_2 \rightarrow Y$ | 2,713 | 0,007 | Significant |
| $Z \rightarrow Y$ | 3,515 | 0,000 | Significant |

Source: processed, 2026

1) The Influence of Work Environment on Work Motivation, Table 10 shows that the influence of the work environment variable on work motivation yields a p-value of 0.001 and a t-statistic of 3.201. Since the p-value is less than 0.05, it indicates that the work environment variable has a significant influence on the work motivation of employees at PT Senyum Media Jember. Consequently, H1 is accepted and H0 is rejected.
2) The Influence of Work Discipline on Work Motivation, Table 10 shows that the influence of the work discipline variable on work motivation yields a p-value of 0.010 and a t-statistic of 2.575. Since the p-value is less than 0.05, it indicates that the work discipline variable has a significant influence on the work motivation of employees at PT Senyum Media Jember. Consequently, H2 is accepted and H0 is rejected.
3) The Influence of Work Environment on Employee Performance, Table 10 shows that the influence of the work environment variable on employee performance yields a p-value of 0.359 and a t-statistic of 0.917. Since the p-value is greater than 0.05, it indicates that the work environment variable does not have a significant influence on the employee performance at PT Senyum Media Jember. Consequently, H3 is rejected and H0 is accepted.
4) The Influence of Work Discipline on Employee Performance, Table 10 shows that the influence of the work discipline variable on employee performance yields a p-value of 0.007 and a t-statistic of 2.713. Since the p-value is less than 0.05, it indicates that the work discipline variable has a significant influence on the employee performance at PT Senyum Media Jember. Consequently, H4 is accepted and H0 is rejected.
5) The Influence of Work Motivation on Employee Performance, Table 10 shows that the influence of the work motivation variable on employee performance yields a p-value of 0.000 and a t-statistic value of 3.515. Since the p-value is less than 0.05, it indicates that the work motivation variable has a significant influence on the employee performance at PT Senyum Media Jember. Consequently, H5 is accepted and H0 is rejected.

b. Indirect Influence

Testing influence indirect show influence in a way No directly on the variable exogenous to endogenous variables with other endogenous intermediaries. Test results hypothesis in a way No direct table 11 below.

*Table 11. Calculation Results Indirect Influence*

| Variables | t-statistic | p-value | Information |
|---|---|---|---|
| $X_1 \rightarrow Z \rightarrow Y$ | 2,333 | 0.020 | Significant |
| $X_2 \rightarrow Z \rightarrow Y$ | 2,246 | 0.025 | Significant |

Source: processed, 2026

1) The Influence of the Work Environment on Employee Performance through Work Motivation, Table 11 shows that the influence of the work environment variable on employee performance through work motivation yields a p-value of 0.020 and a t-statistic of 2.333. Since the p-value is less than 0.05, it indicates that the work environment variable has a significant influence on employee performance through work motivation at PT Senyum Media Jember. Consequently, H6 is accepted and H0 is rejected.
2) The Influence of the Work Environment on Employee Performance through Work Motivation, Table 11 shows that the influence of the work discipline variable on employee performance through work motivation yields a p-value of 0.025 and a t-statistic of 2.246. Since the p-value is less than 0.05, it indicates that the work discipline variable has a significant influence on employee performance through work motivation at PT Senyum Media Jember. Consequently, H7 is accepted and H0 is rejected.

### 4.2 Discussion of Results

Based on the hypothesis table, the influence variables work environment to variables work motivation get the p-value is 0.001 and the t-statistic value is 3.201. The p-value results have mark not enough from 0.05, meaning variables work environment have significant influence to work motivation employees of PT Senyum Media Jember. Thus, H1 is accepted and H0 is rejected. The results of the study This supported by research (Annisa & Ekawati, 2026; Rismaya et al., 2025; Rulianti et al., 2021) . These results support study This that work environment be one of related factors with work motivation employee. Based on observation researchers after do data processing to validate results research, found that work environment be one of necessary aspects noticed in support work motivation employees of PT Senyum Media Jember. Environment supportive work can help employee feel comfortable in carry out job. Condition adequate work, service supportive work, as well as good relationship between employees can help employee operate duties and responsibilities the answer.

Based on the hypothesis table, the influence variables work discipline to variables work motivation get the p-value is 0.010 and the t-statistic is 2.575. The p-value results have mark not enough from 0.05, meaning variables work discipline have significant influence to work motivation employees of PT Senyum Media Jember. Thus, H2 is accepted and H0 is rejected. Research result This supported by research (Annisa & Ekawati, 2026; Rismaya et al., 2025; Sulistiyo et al., 2025b; Zailani et al., 2026). Research results the support findings study This that work discipline related with work motivation employee. Based on observation researchers after do data processing to validate results research, found that work discipline required in support implementation work Employees of PT Senyum Media Jember. Work discipline related with compliance employee to regulation company, presence, and implementation task in accordance standards that have been determined. Implementation work discipline help employee understands obligations and responsibilities the answer so that work can implemented in a way regular.

Based on the hypothesis table, the influence variables work environment to variables performance employee get the p-value is 0.359 and the t-statistic is 0.917. The p-value results have mark more from 0.05, meaning variables work environment No have significant influence to performance employees of PT Senyum Media Jember. Thus, H3 is rejected and H0 is accepted. The results of the study This own difference with study The results of this study are supported by Kurniati et al. (2024), who found that the work environment did not significantly influence employee performance. These results align with this study, which states that the work environment does not always have a direct impact on employee performance. observation researchers after do data processing to validate results research, found that environment assessed work by employees No in a way direct increase performance employees of PT Senyum Media Jember. Work environment can give comfort in carry out work, but achievement performance is also related with other factors, such as work discipline, work motivation, ability and responsibility answer employee in finish task.

Based on the hypothesis table, the influence variables work discipline to variables performance employee get The p-value is 0.007 and the t-statistic value is 2.713. The p-value results have mark not enough from 0.05, meaning variables work discipline have significant influence to performance employees of PT Senyum Media Jember. Thus, H4 is accepted and H0 is rejected. The results of the study This supported by research (Annisa & Ekawati, 2026; Ashari & Mubarok, 2025; Christanty et al., 2025; Rismaya et al., 2025; Zailani et al., 2026) . Research results the support findings study This that work discipline is one of the related factors with performance employee. Based on observation researchers after do data processing to validate results research, found that work discipline required For support performance PT Senyum Media Jember employees. Employees who comply with regulations and implement work in accordance standard company can help guard regularity of work processes. Attendance, obedience to terms and conditions and responsibilities answer in finish work is part important in implementation activity operational company.

Based on the hypothesis table, the influence variables work motivation to variables performance employee get The p-value is 0.000 and the t-statistic is 3.515. The p-value results have mark not enough from 0.05, meaning variables work motivation have significant influence to performance employees of PT Senyum Media Jember. Thus, H5 is accepted and H0 is rejected. The p-value is 0.000 in the output device soft can reported as p-value < 0.001. Research results This supported by research (Annisa & Ekawati, 2026; Christanty et al., 2025; Lubis et al., 2025; Novitasari & Liana, 2024; Rismaya et al., 2025) . The results of this study indicate that work motivation is related to employees' ability to achieve expected work results. Based on observation researchers after do data processing to validate results research, found that work motivation is one of the related factors with performance PT Senyum Media Jember employees. Work motivation can push employee for finish work, achieve targets, and maintain business in carry out tasks. Employees who have hope to result his job as well as believe that efforts made can produce good performance will own encouragement for carry out work optimally.

Based on the hypothesis table, the influence variables work environment to variables performance employee through work motivation get the p-value is 0.020 and the t-statistic value is 2.333. The p-value results have mark not enough from 0.05, meaning variables work environment have influence No significant direct to performance employee through work motivation at PT Senyum Media Jember. Thus, H6 is accepted and H0 is rejected. The results of the study This supported by research (Abdullah et al., 2023; Annisa & Ekawati, 2026; Jati et al., 2024; Rachmawati et al., 2024; Rismaya et al., 2025; Rulianti et al., 2021) which shows that work motivation capable mediate influence work environment to performance employee. Based on observation researchers after do data processing to validate results research, found that work environment and work motivation is necessary aspects noticed in support

performance employees of PT Senyum Media Jember. Employees operate work in the section that has duties and responsibilities answer different so that need condition supportive work smoothness activity operational conditions environment adequate work can help employee operate his duties, while work motivation can push employee for finish work in accordance with standards that have been set company.

Based on the hypothesis table, the influence variables work discipline to variables performance employee through work motivation get the p-value is 0.025 and the t-statistic value is 2.246. The p-value results have mark not enough from 0.05, meaning variables work discipline have influence No significant direct to performance employee through work motivation at PT Senyum Media Jember. Thus, H7 is accepted and H0 is rejected. The results of the study This supported by research (Annisa & Ekawati, 2026; Ashari & Mubarok, 2025; Rachmawati et al., 2024; Rismaya et al., 2025; Zailani et al., 2026) that work motivation is able to mediate the influence of work discipline on employee performance. Based on observation researchers after do data processing to validate results research, found that work discipline be one of aspect important in support activity operational activities of PT Senyum Media Jember. Every employee owns not quite enough answer necessary work implemented in accordance applicable regulations and standards. Implementation work discipline help guard regularity work, whereas work motivation can push employee for carry out not quite enough answer the with more truly.

## 5. Conclusion and Suggestions

Based on analysis results study and discussion about role work motivation in mediate influence work environment and work discipline to performance employees of PT Senyum Media Jember, then in conclusion as following: 1) Testing hypothesis First found work environment influential significant to work motivation ; 2) Testing hypothesis second found work discipline influential significant to work motivation ; 3) Testing hypothesis third found work environment No influential significant to performance employees ; 4) Testing hypothesis fourth found work discipline influential significant to performance employees ; 5) Testing hypothesis fifth found work motivation influential significant to performance employees ; 6) Testing hypothesis sixth found work motivation capable mediate influence work environment to performance employees. These results show that work motivation can become intermediary connecting work environment with performance PT Senyum Media Jember employees; 7) Testing hypothesis seventh found work motivation capable mediate influence work discipline to performance employee.

Based on results research and discussion that has been done, then there is some suggestions as following:

a. For PT Senyum Media Jember

PT Senyum Media Jember is expected can optimize work environment, improve implementation work discipline, and maintain and improve work motivation employee For reach more optimal performance. Environment supportive work need noticed Because can increase work motivation employees, even though influence directly to performance Not yet proven significant. In addition, the implementation of discipline consistent work and improvement work motivation need done so that employees can operate not quite enough the answer with good and achieve the work targets that have been set set company. The role of work motivation in mediate influence work environment and work discipline to performance employees also need become attention company in effort increase performance employees of PT Senyum Media Jember.

b. For Academics

Study This expected can become reference for researchers next those who are interested do research related to the role work motivation in mediate influence work environment and work discipline to performance employee. Researcher furthermore expected can expand variables research, develop indicators used, as well add more references deep for support runway theoretical and research empirical. Thus, the results study furthermore expected can perfect research that has been There is.

c. For Researchers

Research result This expected can add outlook researchers related to variables work environment, work discipline, work motivation and performance employees, about role work motivation in mediate influence work environment and work discipline to performance employees. Research this is also expected can add understanding researchers in apply knowledge that has been obtained during go through education in the Master of Management study program, in particular concentration Management Human Resources.

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